




# Understanding the connection between Brand, Trust & Revenue

What the metrics and insights tell us

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Advanced Analytics, Insight & Innovation



# We will answer the following questions...

*What* is the **relevance** of Trust for World Vision?

*Why* focus on building trust?

*How* important is to invest in a **growth strategy** around trust? How much investment should be made? What is the most cost-efficient way to build trust?

*What* should **World Vision focus on to improve** Trust & our Brand?



# The Relevance

Trust is a **key ingredient** to build Brand Equity.

Brand is an **intangible asset** and a **promise** that conveys who we are, what we do and why that matters.

A strong brand helps to **build operational capacity, galvanize support** and maintain **focus on the mission**.

But it's important to realize that **Brand is a “tool”** for fulfilling the mission

Brand & Trust **should not become the end** in itself.



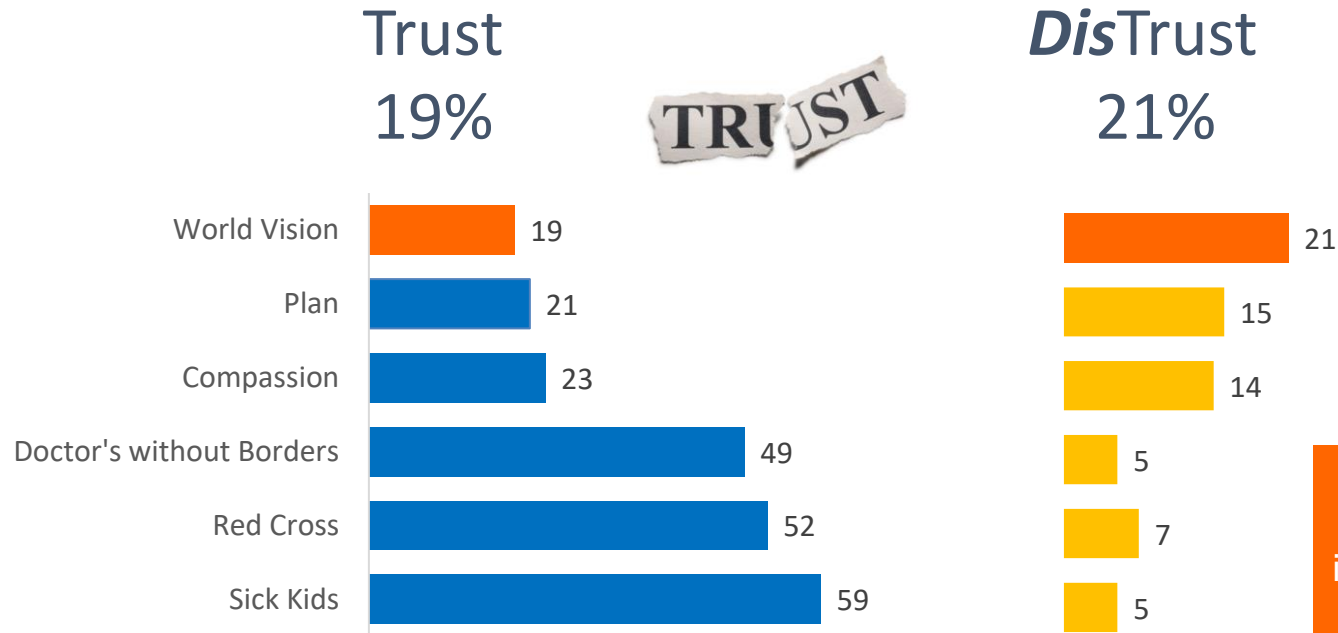


Why focus on trust?

*“Houston, we have a problem”*

# Canadians have higher *Dis*trust toward World Vision

World Vision



There has been relatively no change in these metrics over the past 5 years

Source: Maru/Matchbox FY21 Q1 Brand KPI Tracker



# The largest Trust barrier is the fear that *the money doesn't go where it should*

World Vision



Total sample = 859

Q. Thinking about reasons that have previously or currently held you back from donating, what are your main concerns when it comes to donating with a charitable organization? Please tell us your level of agreement on a scale of 1 to 5 with 1 being 'do not agree at all', and 5 being 'Agree totally'

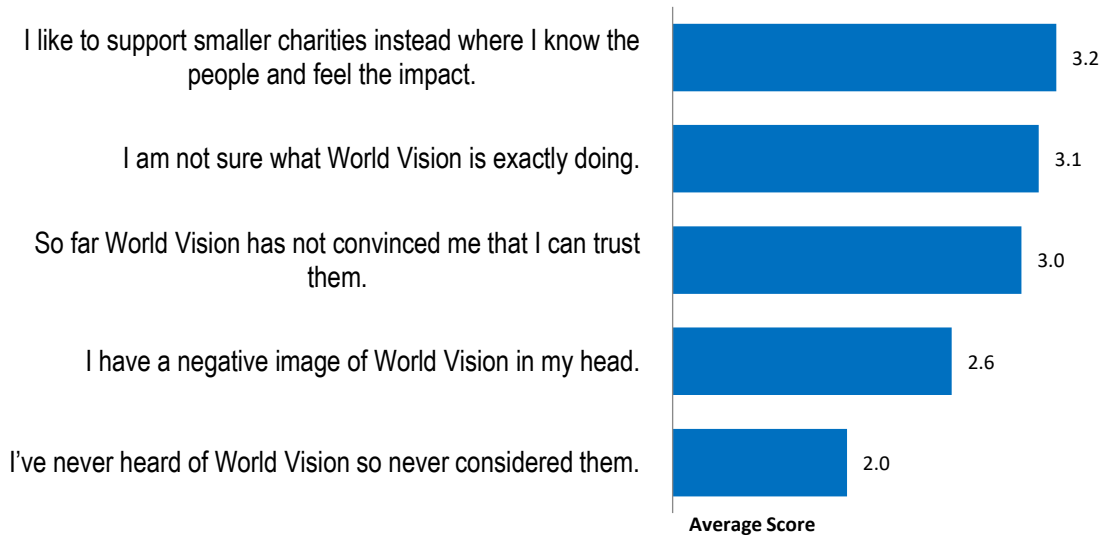
Source: Mext Charity, Canada **Non-Sponsor** Report, January 2018





# Specific to World Vision, the strongest barriers are not being sure of the impact, low trust and lack of clarity toward WVC

World Vision




Total sample = 595

Q. Now, think specifically about World Vision. What are your main concerns when it comes to signing up to regularly donate with World Vision? Please tell us your level of agreement on a scale of 1 to 5 with 1 being 'do not agree at all', and 5 being 'Agree totally'

Source: Mext Charity, Canada **Non-Sponsor** Report, January 2018





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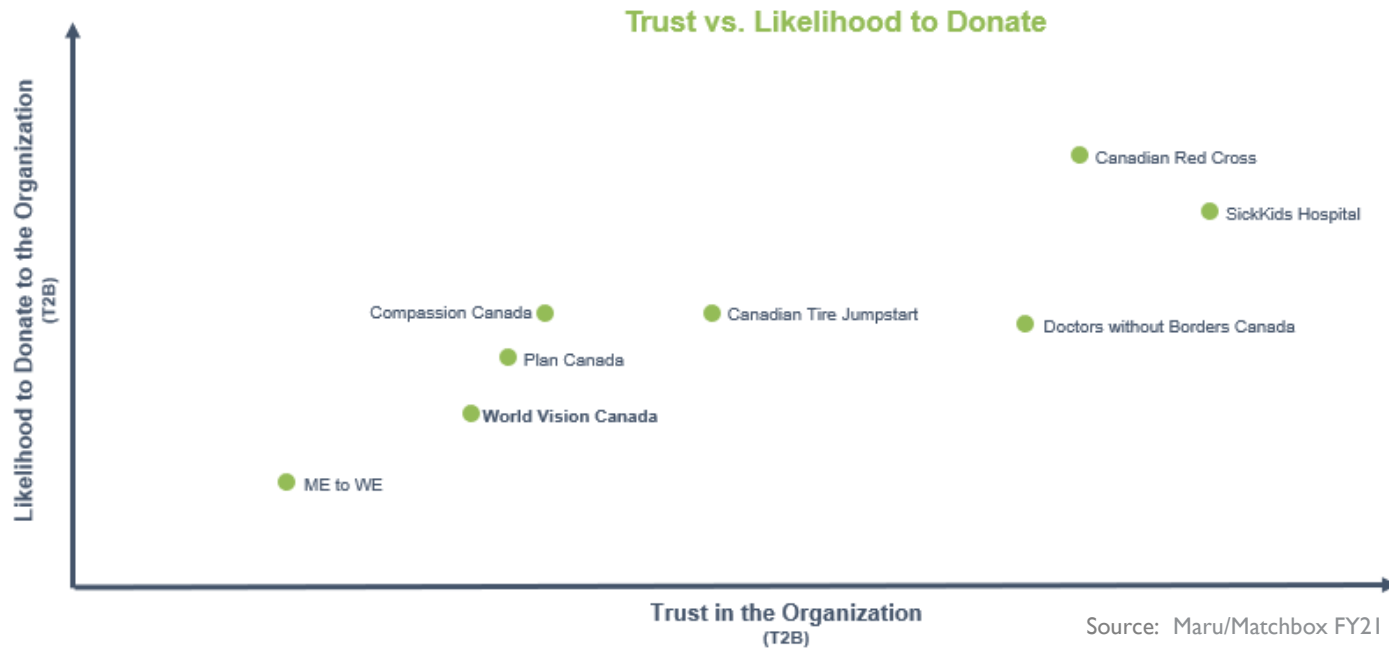
*What should **World Vision** focus on to **improve** Trust & our Brand?*



# Trust is undeniably linked to loyalty or donation intent

World Vision

## Trust is a key driver to likelihood to donate



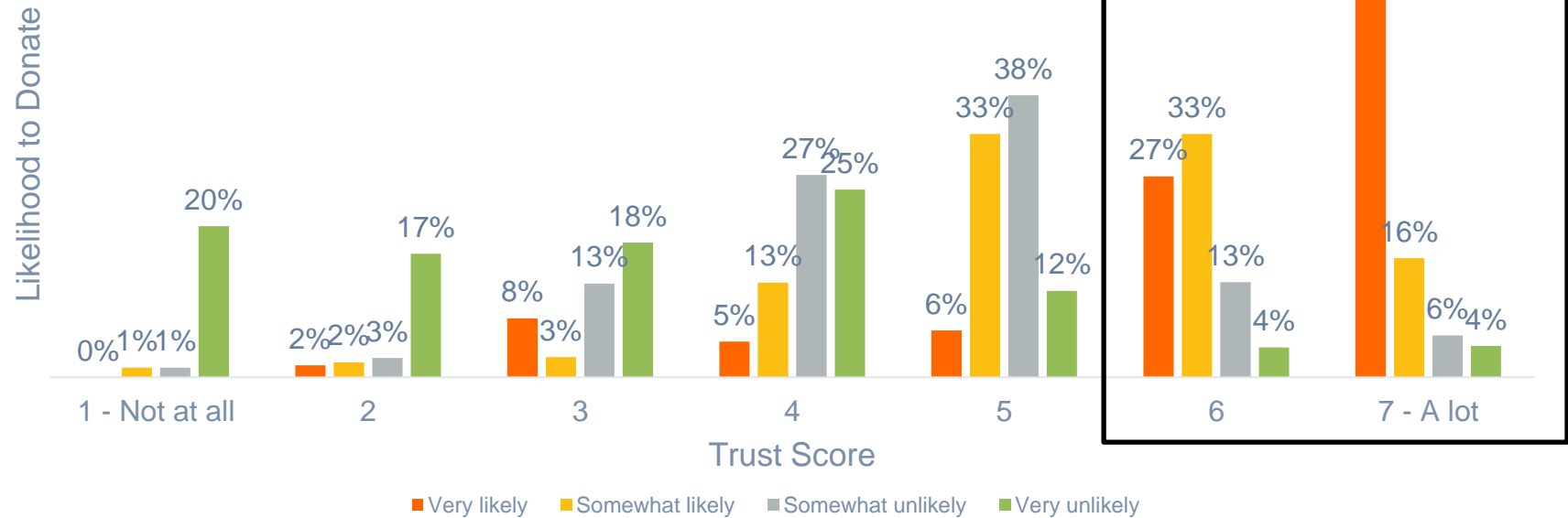
Source: Maru/Matchbox FY21 Q1 Brand KPI Tracker



# As trust grows, loyalty grows

World Vision

Likelihood To Donate Against Trust Score  
(World Vision)



Source: Maru/Matchbox FY21 Q1 Brand KPI Tracker





# How to harness brand trust?

- **Stability** – convey our strong foundation
- **Innovation** – demonstrate that we are continuing to develop & innovate
- **Relationship** – provide connection & personal relevance
- **Benefit** – deliver practical value to donors
- **Vision** – ensure the “why we do what we do” is trusted
- **Competence** – a leader with the ability





Stability

## 1. TRUST IN STABILITY

How well are we trusted to have built a strong and solid foundation? How long have you been around? What have you done? What have you achieved? How have you developed or helped others develop?



Relationship

## 3. TRUST IN AN APPEALING RELATIONSHIP

How strongly does our audience trust us to relate well to them? Relationship trust is about the audience trusting that we offer them a truly appealing relationship that connects with them. Are we supportive? Or inspiring or guiding?



Vision

## 5. TRUST IN AN APPEALING VISION

What appealing vision or purpose are we trusted for – and how strongly? Is our purpose clear? Is it appealing and understandable? Vision trust is not an organisational goal like 'achieving 90% satisfaction'. A vision or purpose is the reason why the firm exists and why clients should do business with us.



Development

## 2. TRUST IN SUCCESSFUL FUTURE DEVELOPMENT

How strongly are we trusted to develop well in the future and help the audience develop well in the future? Development trust is about the audience's ability to trust you to be able to evolve and develop successfully in yourself and thereby stay relevant to the audience. How will you develop and change? What will you do?



Benefit

## 4. TRUST IN A RELEVANT BENEFIT

Benefit trust is the trust that we are valuable to our audience in their lives. What do we bring to their lives? Why would the audience treasure us and invest in us? Why would they support us or even put up with us?



Competence

## 6. TRUST IN RELEVANT COMPETENCIES

Are we trusted to be competent? In fact, trusted to have the right competencies? Competencies are not only technical skills or capabilities. Equally they can be the ability to understand, synthesise or be pragmatic.

# The Mext data shows how Canadians trust WVC on each of these 6 trust dimensions –

World Vision

➤ Competence is the least trusted & should be the focus

## Non-Sponsors

### HuTrust® Drivers

**Stability:** Being involved with World Vision helps me and my family develop strong foundations.

**Development:** Being involved with World Vision helps me develop and grow as an individual.

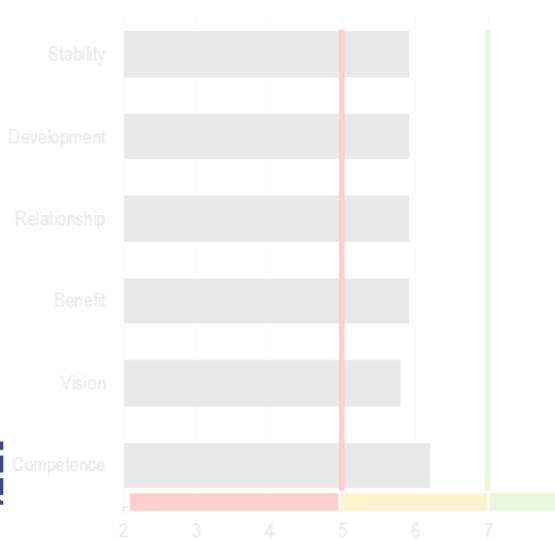
**Relationship:** Through the involvement with World Vision, my family and I can develop strong relationships amongst ourselves as well as with others.

**Benefit:** Being involved with World Vision adds value to both my life and my family's.

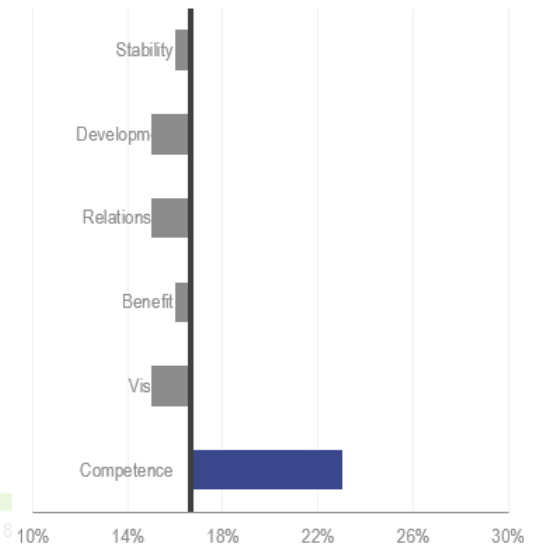
**Vision:** Through my involvement with World Vision, I'm able to fulfil my own vision and purpose.

**Competence:** World Vision has the right tools to help me achieve what I need out of giving to a charity.

HuTrust Profiles



HuTrust Drivers




Total sample = 719

Q. When thinking about people, we can tell how much or little we trust them. Now thinking about these organisations, please indicate your level of agreement to the following statement: I trust this organisation/charity.

Source: Mext Charity, Canada **Sponsor** Report, January 2018  
& **Non-Sponsor** Report





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# To grow our Brand we start by looking at the themes we might message against to drive donations

## Established Reputation

- History of making a positive difference in the world over many years
- Has an excellent reputation
- Has sound principles that guide their behavior
- Understands the environments in which they operate

## Organizational Effectiveness

- Makes an impact with their programs and services
- Accomplishes what they say they will do
- Effectively uses donations

## Proof of Impact

- Shows me I am making a difference
- Provides evidence of the impact my donations will make
- Offers transparency about where donations go and how they are used

## Organizational Efficiency

- Has low administration costs

## Personal Relevance

#1

- Shares my values
- Works on causes that are important to me
- I feel inspired by the work they are doing
- Makes me feel like I can make a difference in the lives of those in need
- I understand the work they are doing and the impact it has

## Faith Connection

- Shares my religious views

## Child Impact

- Transforms the lives of children in need
- Reaches the most vulnerable children

## Global Impact

- Empowers people in developing countries to become self-sufficient
- Has the ability to make a big impact because it is a global organization

## Donor Experience

- Offers ways to get involved beyond just donating money
- Provides a positive experience to their donors

## Modern & Innovative

- Is a modern organization
- Utilizes the most advanced thinking and technology to drive impact

## Emergency Relief

- Able to respond quickly to emergencies

Source: Hall & Partners, Brand Health Update  
Canada Summary of 2020 Results, October 2020



# Consideration is more of a direct route to donation than Trust

World Vision

## CONSIDERATION VS. TRUST

**41%** of those who **CONSIDER**

World Vision will end up donating

**33%** of those who **TRUST**

World Vision will end up donating

Trust relies on a reputation of effectiveness over time, but Consideration requires something more immediately tangible – proof of impact, faith connection, and organizational efficiency.

To influence donation behavior, we need to focus more on what drives Consideration. If we do this successfully over time – Trust will build naturally.

## IMPORTANCE IN DRIVING...

|                              | TRUST                   | CONSIDERATION           |
|------------------------------|-------------------------|-------------------------|
| Personal Relevance           | 30%                     | 24%                     |
| Organizational Effectiveness | 19%                     | 9%                      |
| Established Reputation       | 19%                     | 2%                      |
| Proof of Impact              | 11%                     | 17%                     |
| Global Impact                | 10%                     | 1%                      |
| Emergency Relief             | 5%                      | 7%                      |
| Donor Experience             | 2%                      | <i>secondary driver</i> |
| Faith Connection             | 2%                      | 12%                     |
| Modern & Innovative          | 2%                      | 7%                      |
| Child Impact                 | <i>secondary driver</i> | <i>secondary driver</i> |
| Organizational Efficiency    | <i>secondary driver</i> | 19%                     |

*Importance scores derived from regression analysis run on full last of brand perceptions*

*Secondary drivers have no direct impact on the outcome but often work indirectly through other factors*

Source: Maru/Matchbox FY21 Q1 Brand KPI Tracker



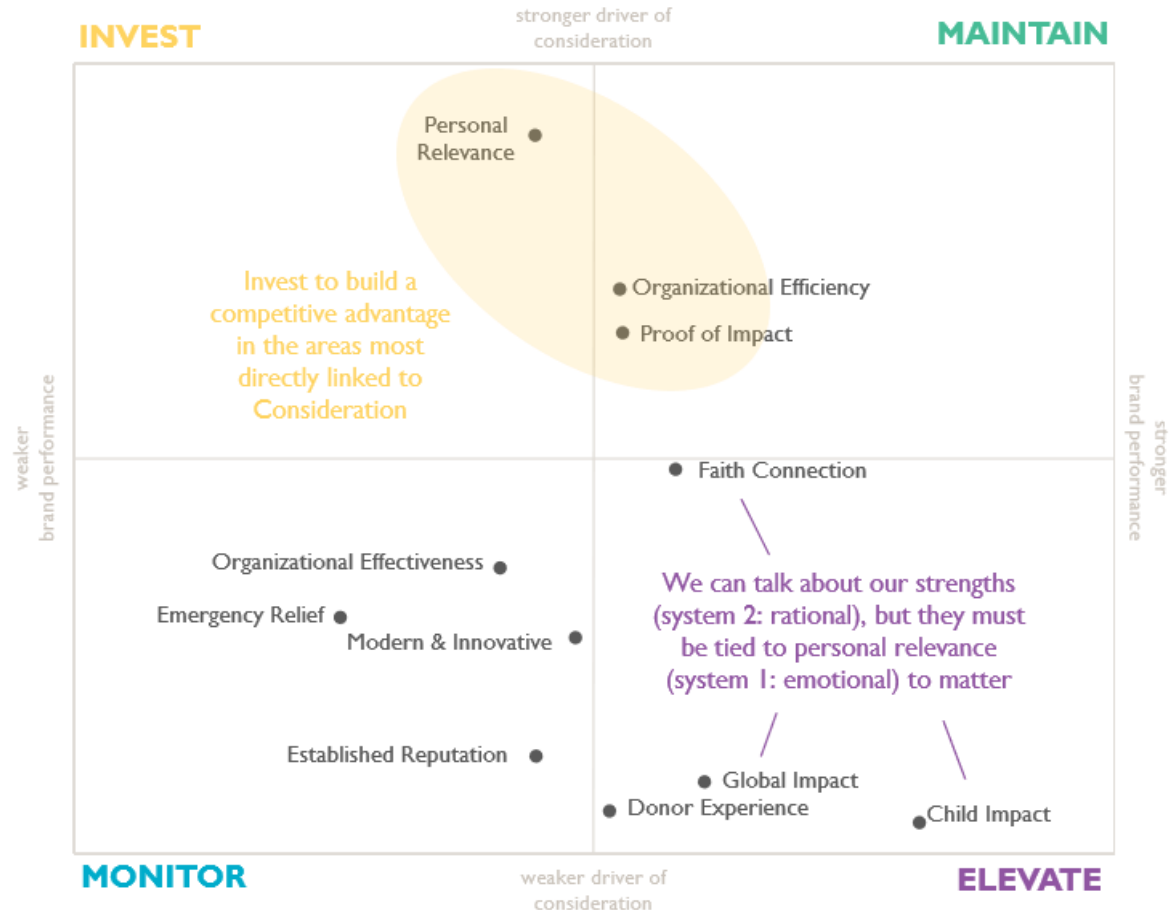
# Making World Vision more Personally Relevant is the key to build trust

World Vision

## Layering in brand performance, we can start mapping a strategy to build Consideration

Ultimately, it's about making donors and potential donors "feel good" about the difference they are making in the world by deeply connecting our cause with their values (personal relevance) and showing how their contribution will make a difference (proof of impact & organizational efficiency).

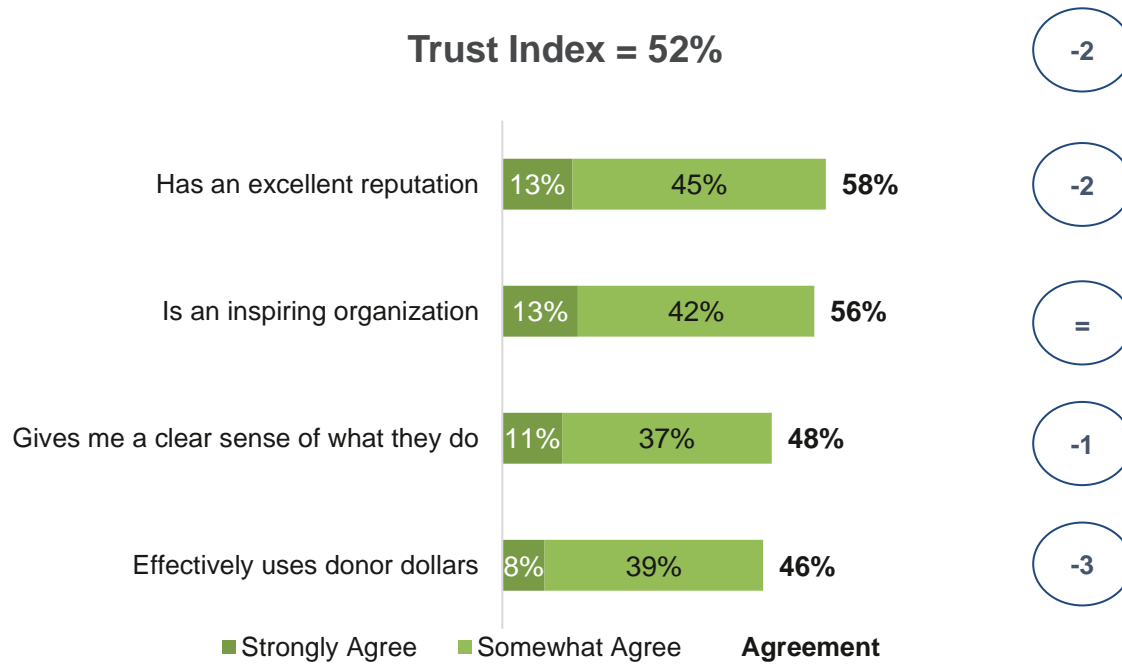
We can talk about our strengths too, but they must be tied to personal relevance to matter.





# This is where our Trust Index comes in

World Vision

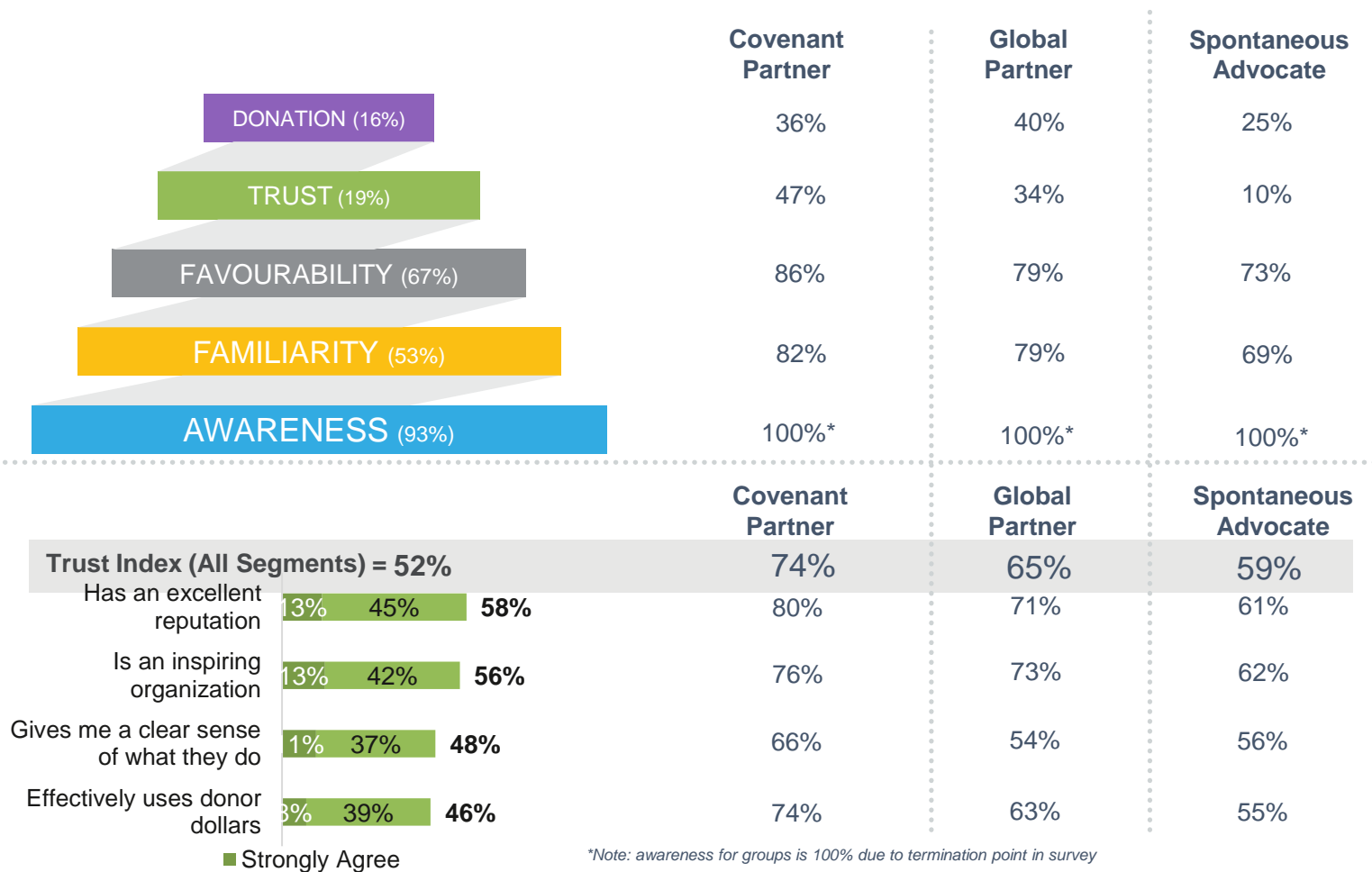


Source: Maru/Matchbox FY21 Q1 Brand KPI Tracker



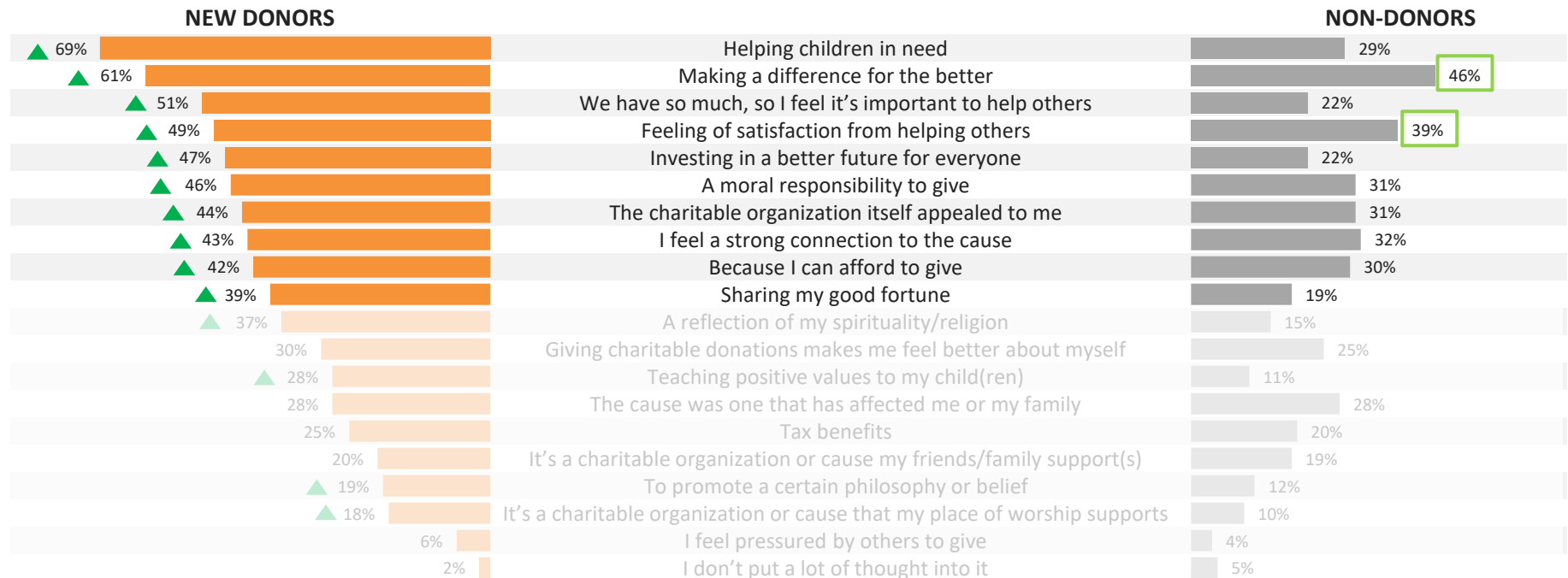
## SEGMENT DASHBOARD

(Covenant Partner, Global Partner & Spontaneous Advocate View)



# What Motivates Them to Donate?

Individuals donate for a variety of reasons, with altruism being paramount. For New Donors specifically, this is reflected in their desire to spread their riches in order to help others in need, particularly children. This is not surprising, given World Vision Canada's mission. More revealing is what motivates Non-Donors. Demonstrating **how donations to World Vision are making a difference for the better** may gain consideration among Non-Donors.



A5a. Thinking about the donations you've made over the past 12 months, please indicate all the factors that motivated you to donate in cash, kind, or time.  
 Base: Those who personally made a charitable donation in the past 12 months; Donors (n=393), Non-Donors (n=751)



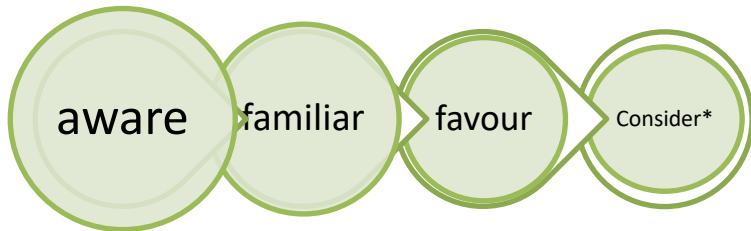
How can we get  
Canadians to  
consider us ?

*Canadians need to  
step onto the bridge*



# Two pathways to trust & revenue

What we say, how we present ourselves to prospects



Q1 2020 data from brand tracker

93%

67%

53%

15%

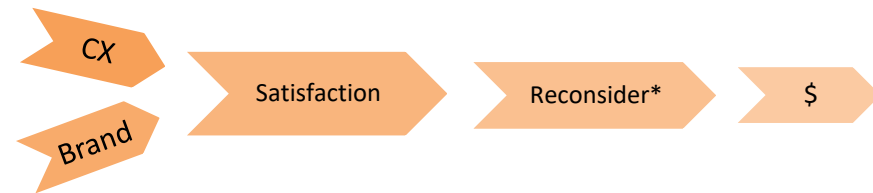
\* High correspondence with **Trust at 19%**

Key drivers of consideration:

- Personal relevance
- Proof of impact
- Faith connection
- Organization effectiveness

Acquisition efforts drive consideration, trial, contribute to first-time donation

What we do with and for our donors



Q1 2020 data from CX tracker

82%

95%

\* High correspondence with **Trust at 77%**

Key drivers of CX Satisfaction:

- Effective use of donor dollars
- Excellent reputation
- Clear sense of what they do
- Delivers on its promises
- Engaging donors on their terms
- Confidence in decisions made together

CX and brand drive recurring revenue



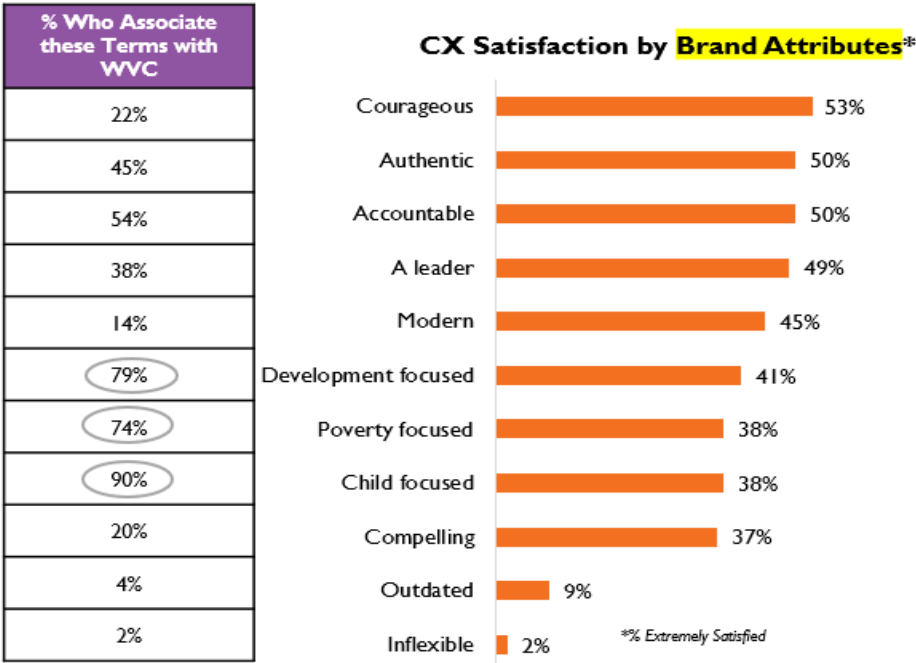
As the relationship is developed, trust builds

| Trust in WVC-<br>Q1 FY21 | Purpose<br>Driven<br>Fans<br>(n=90) | Season<br>Ticket<br>Holders<br>(n=169) | Casual<br>(n=61) | Resilient<br>(n=80) | Informed<br>(n=70) | Nursery<br>(n=57) |
|--------------------------|-------------------------------------|--|------------------|---------------------|--------------------|-------------------|
| Top 2 Box %              | 83%                                 | 84%                                    | 71%              | 74%                 | 75%                | 65%               |



World Vision is not associated with what matters most by the majority of donors, but ...

World Vision's most satisfied donors associate WVC with emotions such as courageous, authentic & accountable.



Question:  
Q3.2 - Based on what you know of World Vision, please choose up to 6 words or phrases you associate with the organization..





# The question ...

Rather than asking how World Vision's brand is contributing to revenue

ask

How is the brand aligned with the mission, values and strategy of the organization?

The purpose of branding is not to generate revenue – that is a bridge too far. It's purpose is to grab attention in a compelling and unique way that helps drive prospects to consideration. It also reinforces strong experiences for donors.

# The answer ...

For our prospects...

Branding efforts drive them along the path to consideration and trial.

For our donors...

Branding, together with the lived experience, drives their satisfaction, reconsideration and revenue.

Brand trust is an outcome, a by-product of our efforts, which is elusive without the lived experience.

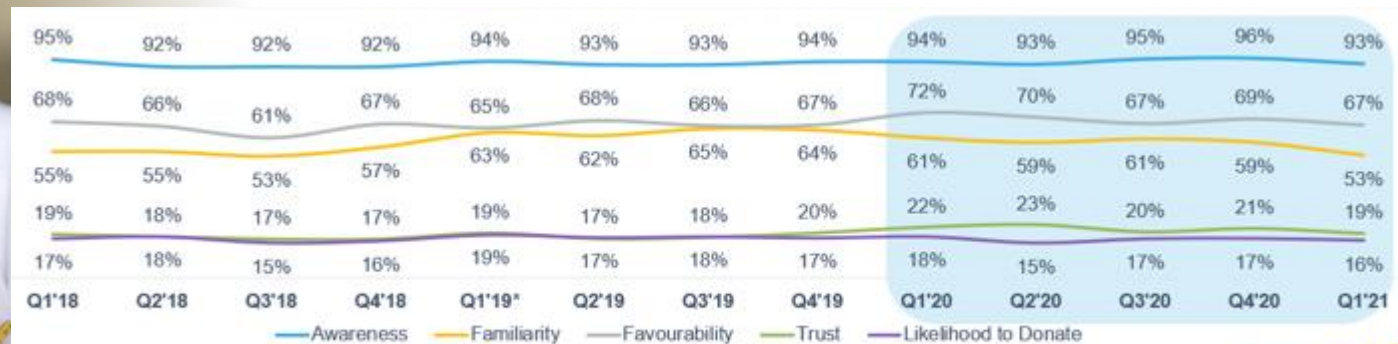






# Trust is ...

## Slow to build Fast to destroy





How can we be  
more personally  
relevant?

# Easter

## Chapel Services







World Vision Canada

## Dennis the Prescott: Food Is Community | World Vision Can

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Delicious.Ph: Dennis Pr...  
weheartit.com



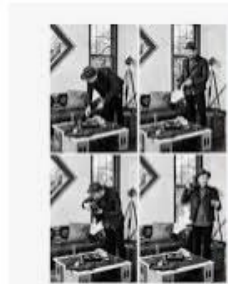
Sociality x Canon Creator Lab Workshop ...  
sociality.org



Maple Chicken Wings ...  
astetv.com



Food platters ...  
pinterest.com



Dennis the Prescott's Holiday Co...  
esquire.com



oked Ribs By Dennis ...



Eat Delicious by Dennis The Prescott...  
glutenfreesage.com



Kingston W...  
kingstonwri



# Join the 2021 Global 6K – May 29th! One country, one day, one cause

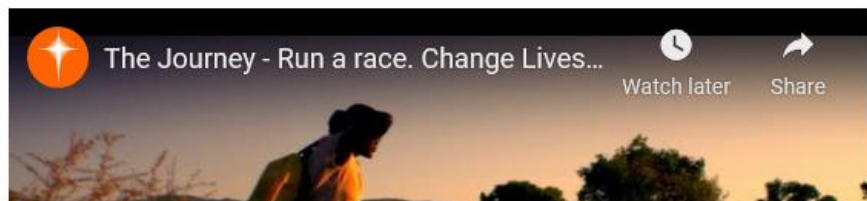
Run, walk or wheel. Have fun and support clean water programs.

JOIN HERE



## GO FARTHER TOGETHER

Join Team World Vision and go the distance to help children have clean water. From walking six







Travel to the Extreme | Travelers ...  
wwwnc.cdc.gov



Where Can I Travel Right Now – and Ca...  
timeout.com



Where To Go Next: 27 Best Places To...  
forbes.com



Traveling with family on our trains ...  
viarail.ca



Getting back on the road: when you're ...  
lonelyplanet.com



Visa Travel Experience | Visa Infinite  
visa-infinite.com



Worldwide Quest - Womens Travel Network  
worldwidequest.com



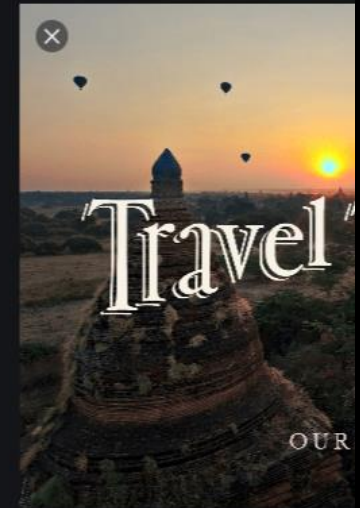
Adapting Plans for Travel | Epilepsy ...  
epilepsy.com



The Ultimate Guide to Traveling Cheap ...  
nomadicmatt.com



State Department warns US citizens not ...  
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**COURAGE...**

URGE OUR CORE

CURE OUR RAGE

CURE OUR EGO

GRACE OUR AGE

# Appendix

Additional  
Research

highlighting the  
relevance of

Trust



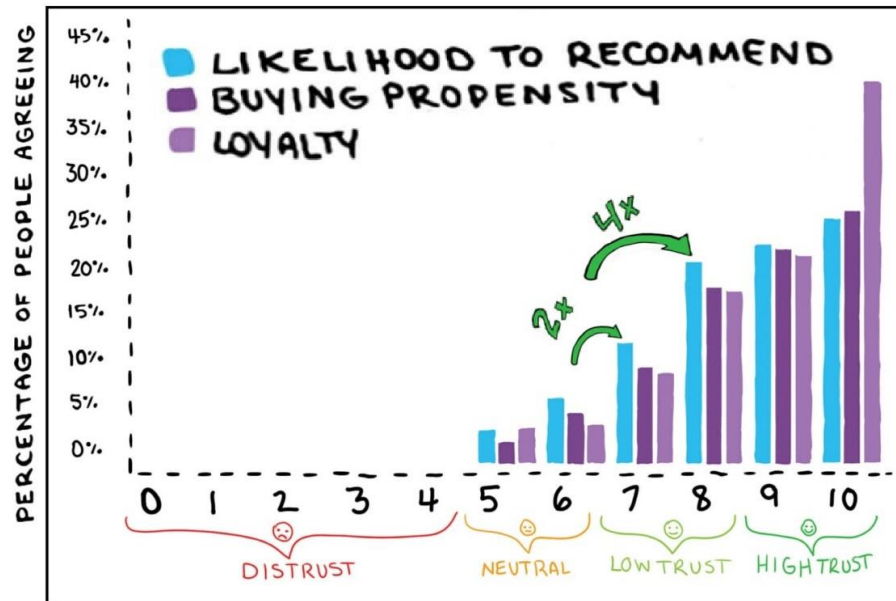
Every little more trust has a huge impact on your performance.

If you can shift trust by just one point, your buying propensity, loyalty and propensity to recommend doubles.

In simple terms;

If an ad, DM piece or a conversation pushes someone's trust score in World Vision from a 6 out of 10 to a 7 out of 10, this person is:

- **2x** more likely to sign up
- **2x** more likely to recommend you to others
- **2x** more likely to be loyal (if they are a supporter)



Source: Mext with over 70,000 surveys internationally in various categories. Other research such as Edelman and Henley Centre confirm these results.

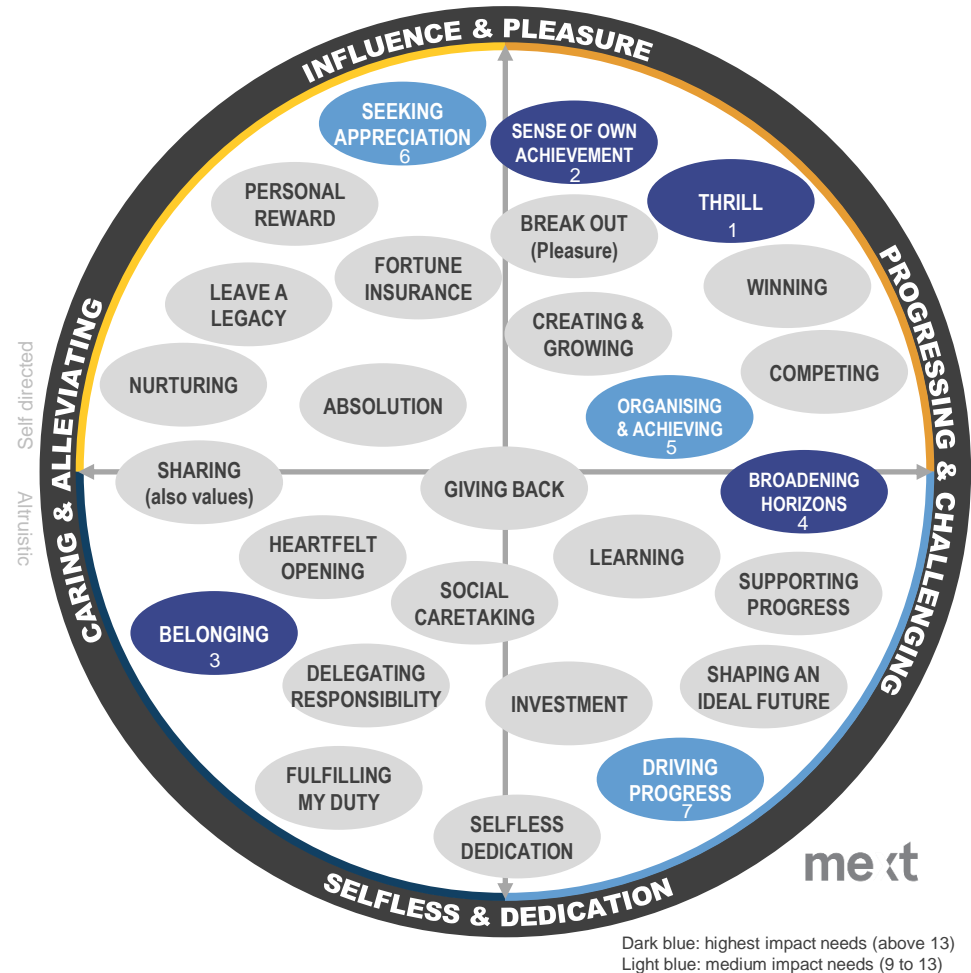
## TRUST DRIVES:



The highest impact needs for Canada align well with the overall top global needs.

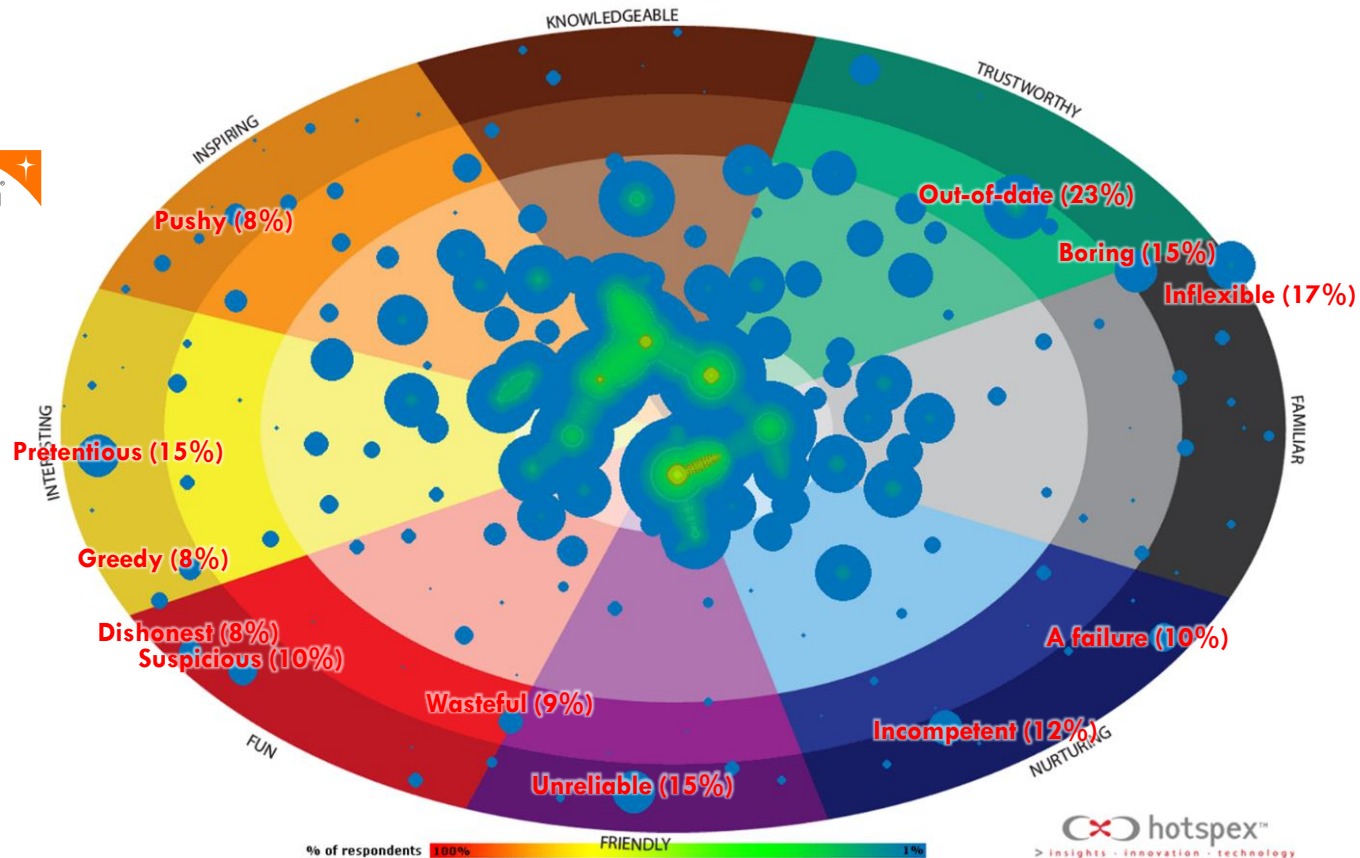
| Rank | Need                     | Impact | Need statement   |
|------|--------------------------|--------|--|
| 1    | Thrill                   | 16.2   | Helping others can be a real thrill; either doing it directly, or the feeling of being involved in what is being done.   |
| 2    | Sense of own achievement | 15.8   | By being able to give, I also get a better sense of what I have achieved.  |
| 3    | Belonging                | 15.3   | Supporting a cause makes me feel I belong to a community of like-minded people.  |
| 4    | Broadening horizons      | 15.2   | In supporting charities, I enjoy that I can also broaden my horizons at the same time.   |
| 5    | Organising and achieving | 12.8   | I love bringing people together to get things done, whether that's organising functions, collecting money or items and taking them to those that need it.                  |
| 6    | Seeking appreciation     | 12.6   | I put a lot of effort and energy into good causes (e.g. Schools, charities, fundraisers). A little appreciation goes a long way.   |
| 7    | Driving Progress         | 12.0   | Real change can only be achieved through structural development on many fronts. I get actively involved with my skills, effort and money to help drive long term progress. |

## Charity NeedsInSight®





**In fact, World Vision suffers from negative associations. If left unaddressed, these will continue to hurt our brand.**



# Framework: The Path-to-Donation Model



We assume that the path to donation starts with an *awakening* or a '**trigger**'; triggers can vary (time-specific event, change in needs, etc). At time of trigger, individual may already have experienced specific 'pre-trigger' **influences** (e.g. awareness, preferences, knowledge).



Individual (may) actively **start exploring** and **evaluating options**. During this stage, awareness, preferences, knowledge may change significantly.



At the *decision* stage, a **decision to donate** (or not) is made. If donating, choice of channel through which to donate is made.

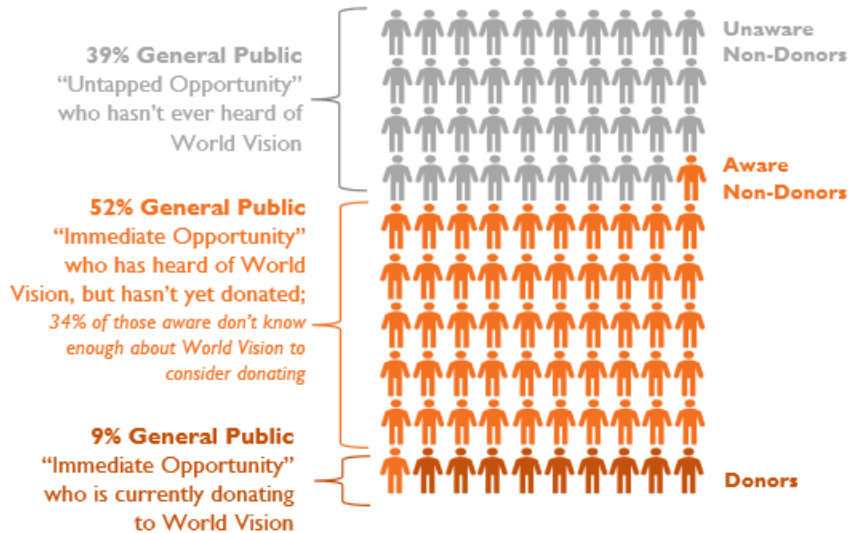


Donation occurs. Based on this experience and other influences, individual further *engages* by **validating opinions** and **shaping preferences** for the next donation. In turn, the organization will *nurture* a New Donor and keep them engaged as an important contributor to the organization.



Throughout the journey, individuals are continuously exposed to '**touchpoints**' which may reinforce and disrupt mental networks and thereby influence decisions.

## 61% Immediate Opportunity



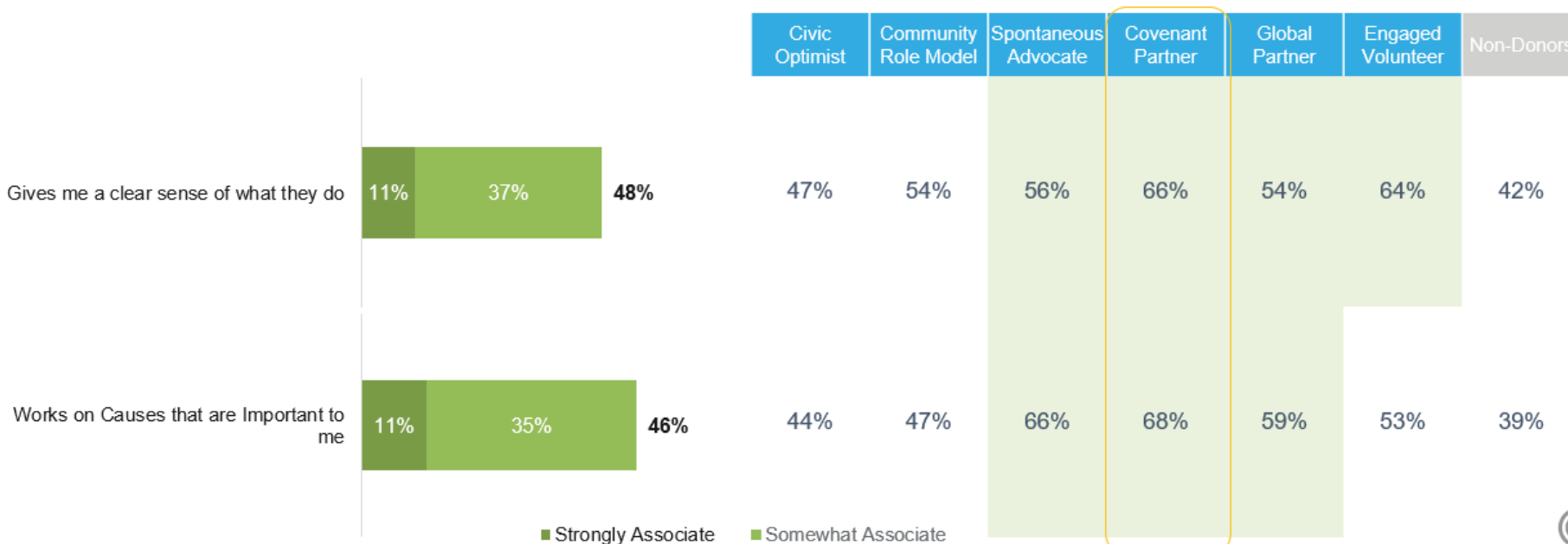
Among non-donors who are aware of us, how can we build greater brand engagement so that they choose us over other organizations?

### BARRIERS TO DONATING

|  | Aware of World Vision<br>Not Familiar | Familiar with World Vision<br>Don't Consider | Consider World Vision<br>Haven't Donated |
|--|---------------------------------------|--|--|
| There are other causes I care more about donating to           | 25%                                   | 25%  | 16%                                      |
| I want to donate, but I don't have enough money                | 22%                                   | 12%  | 33%                                      |
| I don't know enough about the organization and what they do    | 19%                                   | 7%   | 8%                                       |
| I prefer donating to causes that impact my local community     | 19%                                   | 11%  | 8%                                       |
| There is a lack of transparency in how donations are used      | 14%                                   | 25%  | 8%                                       |
| I'm not very familiar with the cause they support              | 12%                                   | 9%   | 7%                                       |
| I have a negative perception of this organization              | 11%                                   | 25%  | 7%                                       |
| I'm not sure how they make an impact on their cause            | 10%                                   | 9%   | 5%                                       |
| I don't affiliate with their religious beliefs                 | 7%                                    | 14%  | 5%                                       |
| I want to donate, but I don't know how                         | 4%                                    | 0%   | 5%                                       |
| They don't seem to have a big enough impact on their cause     | 3%                                    | 9%   | 2%                                       |
| I already support their cause through another organization     | 1%                                    | 2%   | 10%                                      |
| I want to donate, but I just haven't gotten around to doing it | 0%                                    | 11%  | 10%                                      |

## Clarity and Relevance

(By Segment)





# Why Did They First Donate to World Vision Canada?

Over a third of New Donors **spontaneously** made the decision to donate. This indicates that **World Vision Canada should continue to provide spur-of-the-moment opportunities to donate**, including **in-person requests for a donation**. In addition, many New Donors first donated in response to an **altruistic call-to-action**.



Q3a. Thinking specifically about the first donation you made to World Vision Canada, initially, what made you decide to donate on that occasion? Base: New Donors (n=407)